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September 21, 2007

TO: Each Supervisor

FROM: Bruce A. Chernof, M.D.  
Director and Chief Medical Officer

SUBJECT: **STATUS OF THE IMPLEMENTATION OF THE  
CONTINGENCY SERVICES PLAN AT MARTIN LUTHER  
KING, JR. – HARBOR HOSPITAL**

This is to provide your Board with the weekly report on the status of the Martin Luther King, Jr. - Multi-Service Ambulatory Care Center (MLK MACC), the impact of the closure of MLK-Harbor Hospital, and the progress of the plan to reopen MLK Hospital.

**MLK MACC Service Indicators**

**Urgent Care**

There were 433 total (adult and pediatric) urgent care visits in the week ending September 15, 2007 (Attachment I). This is a 26% increase from the prior week when 343 visits were provided. The increase may be due to the ongoing media campaign and outreach efforts which are designed to inform the public that urgent care and clinic services continue to be available at the MLK MACC. The Department will continue to monitor and report on this trend.

On September 17, 2007 the pediatric and adult urgent care centers at the MLK MACC were consolidated into one location. The pediatric urgent care center had generally been seeing fewer than ten patients per day. The combined urgent care center is prepared to handle the needs of both adult and pediatric patients. Staff from the pediatric urgent care center were assigned to the combined urgent care center and a separate area of the combined urgent care center has been identified for the care of pediatric patients.

Please note that Attachment I has been modified. Pediatric and adult urgent care visits are now included in the urgent care visit count for each of the weeks included in Attachment I.

There were 44 patients transferred out of the urgent care center to hospitals during the week ending September 15, 2007. One of these transfers was initiated through a call to 9-1-1 and 43 were coordinated through the Emergency Medical Services (EMS) Medical Alert Center (MAC). This reflects an increase over the number of transfers during the prior week (which was originally reported as 26 and has now been revised to 37 based

on more complete reporting) and is consistent with the overall increase in the number of urgent care center visits.

#### Outpatient Primary and Specialty Care Visits

The number of outpatient primary and specialty care visits has remained level in September and is comparable to the number of visits provided in prior weeks (Attachment I). The number of outpatient primary and specialty care visits for the week ending September 15, 2007, was 2,050.

#### **Campaign to Inform the Community of Service Changes**

The bilingual media campaign to educate South Los Angeles community residents about MLK service changes began on August 20, 2007. The key messages of the campaign are to notify residents that urgent care and clinic services are open and that emergency services are closed. The radio spots, newspaper print ads, interior bus signs, and bus shelter signs continue to run. In addition to the 100,000 English and Spanish flyers that were originally produced, the Department has printed 12,000 flyers (3,000 each in Korean, Chinese, Vietnamese, and Khmer). These flyers will be distributed through the MLK MACC and community partners in the coming week.

#### **Impacted Hospitals – Emergency Department Volume and 9-1-1 Transports**

As reported previously, EMS in collaboration with EMS field providers and surrounding hospitals, redrew the current ambulance services area to redirect 9-1-1 ambulances in an effective manner while limiting disruption to the EMS system to the greatest degree possible. Nine private hospitals were designated as "impacted" hospitals and were offered an agreement including reimbursement for uninsured 9-1-1 patients and priority for transfers into the County and MetroCare contract facilities.

The EMS Agency continues to closely monitor redirected ambulance traffic. The average daily number of patients registered in the emergency departments of the impacted hospitals and the average daily number of 9-1-1 transports has generally remained level for the last four weeks. All impacted hospitals continue to report a sustained increase in ambulance traffic and the hospitals are generally reporting that their inpatient beds are busier than usual for this time of year.

In response to the increase in 9-1-1 transport time and emergency department wait time, the Los Angeles County Fire Department has added a paramedic unit to the area and the Los Angeles City and Compton Fire Departments are considering adding additional resources.

On September 20, 2007, the EMS Agency met with representatives from St. Francis and Downey Regional Medical Center and County, Compton and Downey Fire Departments to review the method that was being used to direct ambulance transports. Adjustments were made which are expected to decrease the number of 9-1-1 calls transported to Downey Regional Medical Center and maintain fire equipment within assigned communities.

### Emergency Department Volume

The nine impacted private hospitals have a total of 273 emergency department treatment stations. During the week ending September 15, 2007 a daily average of 1,140 patients registered in the emergency departments of the eight hospitals that provided data (Attachment II). This reflects a 7% decrease from the daily average of 1,224 patients during the prior week. Harbor-UCLA Medical Center registered a daily average of 218 emergency department patients during the week ending September 15, compared to 210 the prior week. LAC+USC Medical Center registered a daily average of 420 patients during the week ending September 15, compared to 405 the prior week. This data is self-reported by the hospitals.

DHS is conducting additional analysis of the impact of the closure of MLK-Harbor Hospital on the nine impacted private hospitals. Baseline data from the nine impacted private hospitals on the number of emergency department visits for the weeks preceding the closure of MLK-Harbor Hospital is not currently available. DHS is analyzing Office of Statewide Health Planning and Development (OSHPD) on emergency department visits in 2006 by patient's ZIP code to obtain baseline data for the nine impacted private hospitals. DHS will report on this data next week.

### 9-1-1 Transports

During the week ending September 15, 2007, there was a daily average of 248 9-1-1 transports to the eight impacted private hospitals that provided data (Attachment II). This compares to a daily average of 273 9-1-1 transports during the week ending September 8, 2007. Harbor-UCLA Medical Center had a daily average of 11 9-1-1 transports compared to 13 the prior week and LAC+USC Medical Center had a daily average of 50 9-1-1 transports compared to 54 the prior week. This data is also self-reported by the hospitals.

### **Employee Mitigation and Transfer**

As of today, 17 employees are waiting assignments to other County Departments. Interviews with other County Departments are being scheduled by the Department of Human Resources. All outstanding competency issues have been resolved. All employees who have been reassigned have completed and passed all skills tests before reporting to their new assignment.

An employee leave-of-absence report is being prepared and will be provided to you under separate cover.

### **Progress to Reopen MLK-Harbor Hospital**

The Department and Hammes met with the CEO and key staff to discuss the Request for Solutions (RFS) process and guidelines that Hammes will be following to conduct the RFS solicitations.

At the Board's direction, the Director developed five-signature Board letters to the University of California, Catholic Healthcare West and the Daughters of Charity Health System requesting for

their organizations to become involved in discussions with the County and Hammes regarding their interest in the operation of the hospital.

The Department is working with Hammes to arrange two public meetings to have Hammes consultants review the process and timeline for identifying potential operators for MLK and to solicit community input to inform their recommendations to the County.

The goal is to have the first of the two meetings in approximately two weeks which will provide community members with adequate notice of the meetings so they can plan on participating. To accommodate as many participants as possible, one of the meetings will be held during the day and one will be held in the evening.

### **Conclusion**

I will continue to update you on the status of the MLK contingency services plan on a weekly basis. If you have any questions or need additional information, please let me know.

BAC:cb  
708:004

### **Attachments**

c: Chief Executive Officer  
County Counsel  
Executive Officer, Board of Supervisors

Los Angeles County Department of Health Services  
**MARTIN LUTHER KING, JR. - MULTI-SERVICE AMBULATORY CARE CENTER**  
 Urgent Care, Primary and Specialty Care Visits

Week Ending September 15, 2007<sup>1</sup>

Visit Type	8/11/2007	8/18/2007	8/25/2007	9/1/2007	9/8/2007	9/15/2007	Trend Indicator <sup>2</sup>
Urgent Care <sup>3</sup>	296	246	355	342	343	433	↑
Primary and Specialty Care	1,867	2,050	2,036	2,017	1,535*	2,050	→

<sup>1</sup> Weekly statistics reflect activities beginning on Sunday 12:00 midnight and ending on Saturday 11:59 pm.

<sup>2</sup> Trend Indicator is calculated by comparing current week to average of previous five weeks (unless otherwise adjusted): Up arrow indicates an increase of 5% or greater, down arrow indicates a decrease of 5% or greater.

<sup>3</sup> Urgent care visits include pediatric and adult urgent care visits.

\* Number of visits is lower due to holiday on 9/3/07.

**Los Angeles County Department of Health Services**  
**SELF-REPORTED POLL OF HOSPITALS IMPACTED BY CLOSURE OF MLK-HARBOR HOSPITAL**

Hospital	Average Daily Emergency Department (ED) Volume				Trend Indicator <sup>†</sup>
	Week of 8/19/07- 8/25/07	Week of 8/26/07- 9/1/07	Week of 9/2/07- 9/8/07	Week of 9/9/07- 9/15/07	
California Hospital Medical Center: 26 Emergency Department Treatment Stations					
# of Patients Registered in the Emergency Department	172	172	177	163	↓
# of 9-1-1 Transports	57	55	61	54	↓
Centinela Freeman Regional Medical Center: 36 Emergency Department Treatment Stations					
# of Patients Registered in the Emergency Department	168	166	169	169	↑
# of 9-1-1 Transports	54	55	59	57	↑
Downey Regional Medical Center: 22 Emergency Department Treatment Stations					
# of Patients Registered in the Emergency Department	140	138	136	134	→
# of 9-1-1 Transports	26	28	35	24	↓
Kaiser Foundation - Bellflower: 45 Emergency Department Treatment Stations					
# of Patients Registered in the Emergency Department	228	233	249	209	↓
# of 9-1-1 Transports	26	25	27	32	↑
Lakewood Regional Medical Center: 14 Emergency Department Treatment Stations					
# of Patients Registered in the Emergency Department	94	94	97	95	→
# of 9-1-1 Transports	15	16	18	14	↓
Long Beach Memorial Medical Center: 53 Emergency Department Treatment Stations					
# of Patients Registered in the Emergency Department	*	*	*	*	*
# of 9-1-1 Transports	*	*	*	*	*
Memorial Hospital of Gardena: 10 Emergency Department Treatment Stations					
# of Patients Registered in the Emergency Department	83	75	85	82	→
# of 9-1-1 Transports	15	17	16	15	↓
St. Francis Medical Center: 39 Emergency Department Treatment Stations					
# of Patients Registered in the Emergency Department	179	179	191	174	↓
# of 9-1-1 Transports	35	36	39	34	↓
White Memorial Medical Center: 28 Emergency Department Treatment Stations					
# of Patients Registered in the Emergency Department	114	114	120	114	→
# of 9-1-1 Transports	12	14	18	18	↑
TOTAL					
# of Patients Registered in the Emergency Department	1,178	1,171	1,224	1,140	→**
# of 9-1-1 Transports	240	246	273	248	→**
Harbor/UCLA Medical Center: 55 Emergency Department Treatment Stations					
# of Patients Registered in the Emergency Department	213	207	210	218	→
# of 9-1-1 Transports	9	11	13	11	→
LAC+USC Medical Center: 72 Emergency Department Treatment Stations					
# of Patients Registered in the Emergency Department	432	419	405	420	→
# of 9-1-1 Transports	46	45	54	50	→

\* Not reported/available

These numbers have been updated based on revised information.

<sup>†</sup>Trend Indicator is calculated by comparing current week to average of previous three weeks (unless otherwise adjusted): Up arrow indicates an increase of 5% or greater, down arrow indicates a decrease of 5% or greater. Trend Indicator is reported for 8 hospitals where data is available.

\*\*Due to hospitals not reporting data, the trend indicator for "Total" is calculated using 8 hospitals and excludes Long Beach Memorial Medical Center.